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United States Department of State

Foreign Service Institute

*1400 Key Boulevard
Arlington, Virginia 22209*

July 12, 1984

DCI/IC 84-5460

MEMORANDUM

TO : [redacted]
Director, Intelligence Community Staff

FROM : Donald R. Woodward *DRW*
Associate Dean/Coordinator

SUBJECT: Performance of [redacted] in the Executive Seminar in National and International Affairs, Foreign Service Institute, Department of State, 9/6/83-6/22/84

As our academic year has just been completed, I want to inform you of the excellent contribution made by [redacted] of the Intelligence Community Staff to the success of the Twenty-sixth Session of the Executive Seminar in National and International Affairs. [redacted] was a positive and active participant in this most advanced study program available to senior career officials of the U. S. Government.

The 25 Members of this year's Seminar were carefully selected based on their demonstrated ability and promise from the senior ranks of the Department of State, the uniformed Services, and from Cabinet departments and agencies concerned with foreign affairs and the national security. Against the background of stiff competition in the selection and in the performance of this group, I regard [redacted] to be a fine officer.

The Seminar consists of lectures and group discussions with authorities and leading experts, both from government and the private sector; in-house discussion sessions among Members; readings; independent research leading to the preparation of a Case Study and its presentation in a session; and extensive field trips.

The purpose of the Seminar is to inform the Members first-hand of the major domestic trends and developments that affect the national decision-making process, particularly in the

-2-

25X1 areas of foreign affairs and national security. The goal is to provide advisors and program managers with a broad perspective of factors that influence policy decisions at the highest levels of government. In all of these segments of the curriculum [] has participated with enthusiasm, initiative and high motivation.

25X1 [] was a dedicated Member in the lecture-discussions that are an important part of the Seminar program. In our colloquies, when he asked questions of the speakers he inevitably raised relevant issues and his interventions were characterized by informed judgment and an ability to strike to the core of the problem. He chaired many of these meetings, introducing the speaker with perceptive contextual comment and guiding the discussion following the lecture in productive directions to the benefit of his colleagues.

25X1 [] also played a significant role in the group research projects the Seminar class was assigned, and contributed meaningfully to the joint oral reports that resulted. He voluntarily assumed responsibility for arranging off-site examinations of government health policy, using his considerable experience in the field to set up most advantageous programs for the group.

Bill's Individual Research Project, which resulted in a paper on "Intelligence and Decision Making: Precautions Against Misperception," was a challenging task and aroused considerable interest among the Seminar Members. This paper was well received by experts in the field and he was invited to present his treatise at the Air Force Academy-sponsored Conference on Intelligence: Policy and Process. He is also unique in that his work is to be published by the Academy as part of an undergraduate text on intelligence.


25X1 [] organized a week-long Study Unit on issues in state and local government, an essential part of the trimester in the Seminar program on Domestic Affairs. He identified and recruited an impressive series of speakers including the Executive Director of the National Governor's Association, a professor who is considered the leading iconoclast in urban affairs, the urban affairs reporter for The National Journal, and the Director of the Office of Urban Development Action Grants at HUD. He also arranged a novel one-day trip to Richmond, Virginia, where he exposed the Seminar

-3-

25X1 to a brief but illuminating view of the political dynamics and economic and social realities of a mid-size southern city and state capitol. The topics of the week ranged from Greek government forms to those of the present, provided forums for practioners as well as academicians, and the final presentation focused on the provocative and stimulating subject of the city as a center of culture and immorality. [] successful efforts were greatly appreciated by the other Members.

Bill brought a high level of professionalism and intelligence to the Seminar, showing an eagerness to participate in the full range of program activities. The breadth of his background in domestic matters made him a very valuable resource to the other Members as they related national concerns to the making of foreign policy. His contribution to the academic quality and the collegial atmosphere of the Seminar were substantial. In short, he was a solidly productive Member. It was to our advantage to have him with us and I am certain that he benefited considerably from his participation in the Seminar this past year.

Sincerely,



Donald R. Woodward
Associate Dean/Coordinator



FOREIGN SERVICE INSTITUTE • DEPARTMENT OF STATE

TWENTY-SIXTH SESSION

September 6, 1983 - June 22, 1984

THE PURPOSE OF THE EXECUTIVE SEMINAR

The Executive Seminar in National and International Affairs is the most advanced educational program available to senior career officials of the United States Government. The ten-month program has been conducted annually since 1958 by the Foreign Service Institute of the Department of State.

The Seminar is designed to provide an intensive program of executive development for senior officials, most of whom have served abroad and expect further foreign assignments. The curriculum stresses the relationship between domestic, foreign and national security policy. Seminar Members study political, economic, social, regional and cultural trends in the United States, relating them to international issues and questions of national security. This is done through extensive reading, the preparation of Case Studies, unit assignments, in-house discussions, and by meetings with prominent academics, public officials, businessmen, labor leaders, journalists and other Americans.

The purpose of the Seminar is to ensure that our top career officials who deal primarily with foreign policy and national security have a comprehensive understanding of the domestic assumptions which sustain our foreign policy. This will enable them to represent American interests abroad more effectively and to take domestic attitudes into account more accurately in pursuing a foreign policy which meets our national interests.

The Seminar Members are Foreign Service Officers and representatives from the Central Intelligence Agency, the United States Information Agency, the Federal Bureau of Investigation, the Agency for International Development, the National Security Agency, the Intelligence Community Staff, the Department of Agriculture, and five uniformed Services.

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